

Appendix & Notes

✓ *Public Hearing Witnesses*

✓ *Notes*

Appendix

Little Hoover Commission Public Hearing Witnesses

Witnesses Appearing at Little Hoover Commission Public Hearing on Management Workforce, June 24, 2004

Michael Navarro, Director
Department of Personnel Administration

Denzil Verardo, Ph.D., Chief Deputy
Director (Retired)
Administrative Services
Department of Parks and Recreation

Carol D. Chesbrough, Chief Deputy
Commissioner
Department of Financial Institutions

Joanne Corday Kozberg, Regent
University of California
former Secretary
State and Consumer Services Agency

Stephen Rhoads, former Executive Director
California Energy Commission

Witnesses Appearing at Little Hoover Commission Public Hearing on Management Workforce, August 26, 2004

J. Christopher Mihm, Managing Director
Strategic Issues
U.S. Government Accountability Office

Jeffrey C. Schutt, Director
Division of Human Resources
Colorado Department of Personnel &
Administration

Chon Gutierrez, Co-Executive Director
California Performance Review

J. Clark Kelso, Director
Governmental Affairs Program and Capital
Center for Government, Law & Policy
University of the Pacific McGeorge School of
Law

Chester A. Newland, Duggan Distinguished
Professor of Public Administration
School of Policy Planning and Development
University of Southern California,
Sacramento Center

Notes

1. Lawrence Livermore National Laboratories. 2001. "Web-based Public Health Reporting in California: A Feasibility Study." *California Health Care Foundation Report*. www.chcf.org/topics/view.cfm?itemID=12909. Cited in Little Hoover Commission. 2003. "To Protect & Prevent: Rebuilding California's Public Health System." Sacramento, CA.
2. The director of the Sacramento County Department of Human Assistance earns \$161,773 annually. This is a composite of a \$156,529 base salary and a 3.35 percent, or \$5,244, incentive. Kerri Aiello, Communication and Media Officer, County of Sacramento, Countywide Services Agency. March 25, 2005. Written communication. County of Sacramento. January 10, 2005. "Personnel Payroll System. Class Table by Job Title." The director of the California Department of Social Services earns \$123,255 annually. Department of Personnel Administration. 2004. "Exempt Salary Schedule." Sacramento, CA.
3. The director of the Sacramento County Department of General Services earns \$120,874 annually, and oversees a \$147 million budget and 570 employees. County of Sacramento. "Final Budget 2004-2005." County of Sacramento. January 10, 2005. "Personnel Payroll System. Class Table by Job Title." See endnote 2. Bob Haagenson, Chief Administrative Officer, Department of Finance and Communications and Media Officer, Internal Services Agency, County of Sacramento. March 18, 2005. Personal communication. The director of the California Department of General Services earns \$123,255 annually, and oversees a \$931 million budget and 3,651 employees. State of California. 2005. "Schedule 6: Summary of State Population, Employees, and Expenditures." *Governor's Budget 2005-06*. Estimated 2004-05 figures. <http://govbud.dof.ca.gov/>. Accessed April 5, 2005. State of California. 2005. "State Agency Budgets." *Governor's Budget 2005-06*. Estimated 2004-05 figures. <http://govbud.dof.ca.gov/>. Accessed April 5, 2005. State of California. 2005. "Schedule 4: Personnel Years and Salary Cost Estimates." *Governor's Budget 2005-06*. Estimated 2004-05 figures. <http://govbud.dof.ca.gov/>. Accessed April 5, 2005. Department of Personnel Administration. 2004. "Exempt Salary Schedule." See endnote 2.
4. U.S. Department of Labor, Bureau of Labor Statistics. 2004. "Sacramento—Yolo, CA National Compensation Survey." Bulletin 3120-51. Washington, DC.
5. California Performance Review. 2004. "Issues and Recommendations: Merit Salary Adjustments Have Become an Automatic Entitlement." Sacramento, CA. Pages 1589-1595.
6. Department of Personnel Administration. 2002. "Compensation Plus: A Summary of Benefits for Managers, Supervisors, Confidential and Excluded Employees." Sacramento, CA. State of California. Page 3.
7. California Department of Child Support Services, Administrative Services Division. 2005. "Alternative Federal Penalty." *2005-06 Governor's Budget for the Local Assistance Administrative Costs and Collections Estimates*. Sacramento, CA. Page A-10. On file. California State Auditor. 2005. "Child Support Enforcement Program: The State Has Contracted With Bank of America to Implement the State Disbursement Unit to Collect and Disburse Child Support Payments." Bureau of State Audits. Report 99028.4. Sacramento, CA.

8. Michael P. Jacobson, Ph.D., Professor, John Jay College of Criminal Justice, New York. September 18, 2003. Written communication. State of California. 2002. *Governor's Budget 2002-03*. Sacramento, CA
9. State of California. 2005. "Section 6870 Board of Governors of Community Colleges." *Governor's Budget 2005-06*. Proposed 2005-06 figures. Sacramento, CA. . <http://govbud.dof.ca.gov/>. Accessed June 2, 2005. California Community Colleges Chancellor's Office. Chancellor's Office Data Mart. <http://www.cccco.edu/divisions/tris/mis/reports.htm>. Accessed April 20, 2005.
10. Little Hoover Commission. 2003. "Still In Our Hands: A Review of Efforts to Reform Foster Care in California." Sacramento, CA. Little Hoover Commission. 1999. "Now In Our Hands: Caring for California's Abused and Neglected Children." Sacramento, CA.
11. California Community Colleges serve more than 2.5 million students. Community Colleges Chancellor's Office Web site. <http://www.cccco.edu/>. Accessed June 3, 2005. The California State University serves more than 400,000 students. California State University Web site. 2004. <http://www.calstate.edu/>. Accessed June 3, 2005. The University of California serves more than 200,000 students. University of California Web site. "The UC Family: Students and Parents." <http://www.universityofcalifornia.edu/students/welcome.html>. Accessed June 3, 2005.
12. Department of Health Services, Tobacco Control Section. 2004. "Update 2004." Greg Oliva, M.P.H., Chief, Program Planning and Policy Development, Tobacco Control Section, California Department of Health Services. April 26, 2005. Written communication. California ranks second in percent of adolescents ages 12-17 (9.87 percent) and third in percent of adults ages 26 or older (23.95 percent) using any tobacco product in past month. Substance Abuse and Mental Health Services Administration, Office of Applied Studies. "2001 State Estimates of Substance Use." U.S. Department of Health and Human Services. <http://www.samhsa.gov/index.aspx>. District of Columbia included in U.S. figure but not in ranking.
13. California ranks fifth in the nation with an infant mortality rate of 5.4 per 1,000 live births. National Vital Statistics Reports, Vol. 52, No. 3, September 18, 2003. "Table 33. Number of infant and neonatal deaths and mortality rates, by race for the United States, each State, Puerto Rico, Virgin Islands, Guam, American Samoa, and Northern Marianas, and by sex for the United States, 2001." http://www.cdc.gov/nchs/fastats/pdf/mortality/nvsr52_03t33.pdf. District of Columbia included in U.S. figure but not in ranking.
14. Air Resources Board. 2005. "Chapter 3: Statewide Trends and Forecasts – Criteria Pollutants." *ARB Almanac 2005*. Office of Environmental Health Hazard Assessment. 2005. "Environmental Protection Indicators for California (EPIC)." Sacramento, CA. California Environmental Protection Agency.
15. Lance Choy, Stanford Career Development Center. February 22, 2005. Personal communication.
16. J. Christopher Mihm, Managing Director, Strategic Issues, U.S. Government Accountability Office. August 26, 2004. Testimony to the Commission.
17. Brookings Institution. 2003. "The Class of 2003: A Spirit of Public Service: A Brookings Press Briefing." Washington, D.C. <http://www.brookings.edu/comm/events/20030603.pdf>.
18. Government Code Section 18951.

19. State Personnel Board. 2005a. "State Personnel Board – Completed Examination Statistics by Fiscal Year for Completed Exams for Managerial Classes from 07/01/2003 Thru 02/25/2005." Data generated 10:06 Monday, February 28, 2005. On file.
20. State Personnel Board. 2005b. "State Personnel Board – Completed Examination Statistics by Fiscal Year for Completed Exams for Managerial Classes from 07/01/2003 Thru 02/25/2005." Data generated 10:06 Monday, February 28, 2005. On file.
21. State Personnel Board. 2005b. See endnote 19.
22. State Personnel Board. 2005. "SSM I, SSM II, SSM III: A01 and A02 Appointments by Calendar Year by Effective Date Since 1999." Data generated 13:20 Tuesday, April 12, 2005. On file.
23. State Personnel Board. 2005b. See endnote 19.
24. Roberta Nishimura. April 4, 2005. Personal communication. State Personnel Board. No date. "SPB Eligible List Disclosure." www.spb.ca.gov/employment/get_list.cfm. Accessed April 4, 2005.
25. State Personnel Board. 2005. "SSA A01 and A02 Appointments by Calendar Year (REQ0042) by Entry Date Since 1999." Data generated 11:03 Tuesday, March 8, 2005. On file.
26. State Personnel Board. 2005. "Prior Class for SSA A01 with Prior State Service and A02 Appointments for Calendar Year 2004." Data generated 11:17 Friday, April 1, 2005. On file.
27. State Personnel Board. 2003. "The Status of the State's Decentralized Testing Program. Final Report of Findings and Recommendations." Pages 30, 32, 77 and 108.
28. State Personnel Board. 2003. Page 42. See endnote 27.
29. Schmidt, Frank L. and Hunter, John E. 1998. "The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings." *Psychological Bulletin*. Vol. 124, No. 2. Page 265.
30. State Personnel Board. "Report 5112, Intake and Promotions of All Employees by Department, Occupation Groups and Classification for the Period 07/01/01 Thru 06/30/02 (Excludes Reinstatements)." Special report. Page 757. Cited in California Performance Review. 2005. "Hire the Best of the Best." Page 1560. Endnote 56. State Controller's Office. "List of Adverse Actions by Name, Class, Date and Department." Cited in California Performance Review. 2005. "Hire the Best of the Best." Page 1560. Endnote 56.
31. Governing: The Magazine of States and Localities. 2001. "The Best-Run City in the World." Pages 18-24.
32. Bill Murray, Deputy Policy Director and Legislative Director, Office of the Governor of Virginia. May 19, 2005. Personal communication. Governing Magazine. 2005. "State Report Cards: Virginia State Government Performance 2005." <http://results.gpponline.org/StateOverview.aspx?id=138>. Accessed May 19, 2005.
33. John F. Kennedy. January 20, 1961. "Inaugural Address." Washington, D.C. <http://www.jfklibrary.org/j012061.htm>. Accessed March 4, 2005.
34. Sheryl Tankersley, Office of Public Information, Governor's Office of Emergency Services. April 5, 2005. Written communication.

35. State of California. 2005. "Figure HHS-02: Major Health and Human Services Program Caseloads." *Governor's Budget 2005-06*. Estimated 2005-06 figures. Sacramento, CA. <http://govbud.dof.ca.gov/>. Accessed June 3, 2005.
36. University of California at Berkeley Center for Social Services Research. 2005. "Child Abuse Referral Highlights from CWS / CMS." *Child Welfare Services Reports for California*. <http://cssr.berkeley.edu/CWSCMSreports/Referrals/>. Accessed May 19, 2005.
37. California Community Colleges serve more than 2.5 million students. Community Colleges Chancellor's Office Web site. See endnote 11. The California State University serves more than 400,000 students. California State University Web site. See endnote 11. The University of California serves more than 200,000 students. University of California Web site. See endnote 11.
38. Mark Baldassare, Research Director & Survey Director, Public Policy Institute of California. 2005. "PPIC Statewide Survey: Special Survey on the California State Budget." Page 24. <http://www.ppic.org/main/publication.asp?i=584>. Accessed May 19, 2005.
39. Brookings Institution. 2003. See endnote 16.
40. Council for Excellence in Government. 2004. "Calling Young People to Government Service: From 'Ask Not...' to 'Not Asked.'" http://www.excelgov.org/usermedia/images/uploads/PDFs/FINAL_Richardson_Poll_Report.pdf. Accessed May 2, 2005.
41. Brookings Institution. 2003. See endnote 17. Council for Excellence in Government. 2004. See endnote 40.
42. Eva F. Gabbe, Manager, Recruitment Programs, Career Center at California State University, Sacramento. March 14, 2005. Personal communication.
43. Michelle Fullerton, Assistant Deputy Director, Indiana State Personnel Department. April 7, 2005. Personal communication. Jeff Sullivan, Recruitment Director, Indiana State Personnel Department. April 7, 2005. Personal communication. Virginia Department of Human Resources Management. 2004. "2004-2005 State Workforce Planning Report." Commonwealth of Virginia. Virginia Department of Human Resource Management. 2004. Presentation at the National Association of State Personnel Executives Annual Meeting: "Virginia Branding Project." Commonwealth of Virginia. <http://www.dhrm.virginia.gov/workforceplanning.html>. Accessed May 20, 2005. Sara Wilson, Virginia Department of Human Resource Management. Personal communication. Government Performance Project. 2005. "Grading the States. Missouri." <http://results.gpponline.org/missouri>. Accessed May 6, 2005.
44. U.S. Government Accountability Office. No date. "Employment Opportunities at GAO." www.gao.gov/jobopp.htm. Accessed April 1, 2004. J. Christopher Mihm, Managing Director, Strategic Issues, U.S. Government Accountability Office. August 25, 2004. Personal communication.
45. U.S. Social Security Administration. 2004. "Results at the Social Security Administration: Getting It Done." Page 1. <http://www.ssa.gov/performance/results/>. Accessed May 2, 2005.
46. MBA Career Resource Center, University of Southern California. 2004. "Marshall: 2004 MBA Employment Report." Los Angeles, CA.
47. The Great Place to Work Institute. No date. "What Makes a Great Place to Work." <http://www.greatplacetowork.com/>. Accessed March 3, 2005.

48. MBA Career Resource Center, University of Southern California. 2004. See endnote 46.
49. AIRS: Powering the Human Capital Revolution. No date. "Atmosphere Retention Programs." <http://www.airsdirectory.com/atmosphere/solutions/corporate/retention/>. Accessed March 1, 2005.
50. Brookings Institution. 2003. See endnote 17.
51. California Performance Review. No date. "Service wide Testing Information." On file.
52. Partnership for Public Service. 2002. "Tapping America's Potential: Expanding Student Employment and Internship Opportunities in the Federal Government." Office of Personnel Management. No date. "Student Educational Employment Program: Questions and Answers." www.opm.gov/employ/students/QS&AS.asp. Accessed May 3, 2005. Office of Personnel Management. No date. "Presidential Management Fellows Program." www.pmf.opm.gov/HowToApply.asp. Accessed May 3, 2005.
53. Civil Service Recruitment Gateway. No date. "Welcome to the Fast Stream." <http://www.faststream.gov.uk/>. Accessed May 19, 2005. United Kingdom Cabinet Office. 2003. "Civil Service Fast Stream Annual Recruitment Report 2002-03." <http://www.cabinetoffice.gov.uk/reports/faststream/2003/index.asp>. Accessed May 19, 2005.
54. Management Assistant Program, City of Long Beach. 2004. Recruitment pamphlet: "City of Long Beach Management Assistant Program." On file.
55. Partnership for Public Service. 2002. See endnote 52.
56. Sara Wilson, Virginia Department of Human Resource Management. Personal communication.
57. Government Code Section 19600.
58. State Personnel Board. No date. "Student Transition Appointment/Recruitment Proposed Demonstration Project Background Information." On file.
59. Cooperative Personnel Services. 2004. "Department of General Services Career Management Assignment and Career Management Assignment Demonstration Project: Final Evaluation Report." Sacramento, CA.
60. Government Code Section 19999.
61. State of California. 2005. "Training Policy, Plan and Evaluation." *California Code of Regulations*. Title 2, Division 1, Chapter 3, Subchapter 1, Article 17, Section 599.818. Sacramento, CA. <http://ccr.oal.ca.gov/>. Accessed May 19, 2005.
62. Center for Human Services. No date. "Midlevel Manager Training Academy." University Extension, University of California, Davis. On file. Department of Social Services. 2001. "Professional Management Development Program." Sacramento, CA. State of California. On file.
63. California Performance Review. 2005. "Summary of Findings for Department/Agency Training Survey." On file.
64. Evelyn Hemenover, Chief, Training Division, State Training Center, Department of Personnel Administration. Conversation with Michael Strazzo, California Performance Review, cited in a June 22, 2004 memorandum from Michael Strazzo to the CPR Issue File – The Leadership Challenge. On file.

65. Department of Personnel Administration. 2004. "Memo on Closure of the State Training Center." Reference Code 2004-054. On file.
66. Carol D. Chesbrough, Chief Deputy Commissioner, Department of Financial Institutions. June 24, 2004. Written testimony to the Commission. Page 2.
67. Commonwealth of Pennsylvania. No date. "Leadership Education and Performance Program." www.hrm.state.pa.us/oahrm/lib/oahrm/development/leapp2.htm. Accessed February 2, 2005. Office of Personnel Management. No date. "The Executive Master of Public Administration Degree." www.leadership.opm.gov/content.cfm?CAT=MPA-COLORADO. Accessed June 24, 2004.
68. U.S. Office of Personnel Management. No date. "The Executive Master of Public Administration Degree (MPA) offered by University of Colorado at Denver Graduate School of Public Affairs and the Office of Personnel Management." *The Federal Executive Institute & Management Development Center*. <http://www.leadership.opm.gov/content.cfm?cat=MPA-COLORADO>. Last accessed June 3, 2005.
69. Commonwealth of Pennsylvania. See endnote 67. Office of Personnel Management. See endnote 67.
70. Sharon Naquin and Elwood F. Holton III. 2003. "Redefining State Government Leadership and Management Development: A Process for Competency-Based Development." *Public Personnel Management*. 32(1): 23-46.
71. U.S. General Accounting Office. 2004. "Human Capital: A Guide for Assessing Strategic Training and Development Efforts in the Federal Government." Willow Jacobson, Ellen V. Rubin and Sally Coleman Selden. 2002. "Examining Training in Large Municipalities: Linking Individual and Organizational Training Needs." *Public Personnel Management*. 31(4): 485-506.
72. Department of the Army. 1998. "Part One: Philosophy and Management. Chapter 1: Introduction." *Program Administration Manual*. DA PAM 600-3. On file.
73. Los Angeles County Sheriff's Department Deputy Leadership Institute. 2000. "What is the Deputy Leadership Institute?" Cited on the National Institute of Corrections Web site. <http://nicic.org/Library/015929>. Accessed May 19, 2005.
74. Figures are based on fiscal year 2003-04. Data on state employees are reported by four separate state agencies, each utilizing a distinct method to count that often do not agree. The Department of Finance tracks the number of authorized positions, even though some may be vacant. The State Controller tracks the actual number of persons on the payroll. The State Personnel Board tracks employees who are part of the civil service system. And the Public Employees Retirement System tracks members. Not all state employees are members. The Department of Personnel also is responsible for employees who are under the jurisdiction of the Governor but not part of the civil service system. Figures are commonly tracked using personnel years, which account for part-time and seasonal employees. Totals may not match other sources due to rounding, the date that databases were accessed, the source used and other discrepancies. State Personnel Board. 2004. "Civil Service Employees Servicewide by C.B. as of 03/31/04." Data generated 09:34 Wednesday, May 26, 2004. On file. State of California. 2003. "Schedule 4—Personnel Years and Salary Cost Estimates." *Governor's Budget 2003-04*. Proposed 2003-04 figures. http://www.dof.ca.gov/HTML/BUD_DOCS/bud_link.htm. Last accessed June 2, 2005. Little Hoover Commission. 1995. "Too Many Agencies, Too Many Rules: Reforming California's Civil Service." Sacramento, CA.

75. State Personnel Board. 2004. "Report: State Personnel Board – Civil Service Employees: Servicewide by C.B. ID as of 03/31/04." On file.
76. California Public Retirement System. Generated March 17, 2005. "Summary Statistics of Members Who Retired During Fiscal Years 1996-97 to 2003-04." On file.
77. State Personnel Board. 2004. See endnote 75.
78. James B. Carroll and David A. Moss. 2002. "State Employee Worker Shortage and Impending Crisis." Lexington, KY. Council of State Governments. Mary B. Young, Principal Research Consultant, Center for Organizational Research. 2003. "The Aging-and-Retiring Government Workforce: How Serious is the Challenge? What Are Jurisdictions Doing About it?" Sacramento, CA. CPS Human Resource Services and The Center for Organizational Research A Division of Linkage, Inc.
79. City of Long Beach Workforce Development Bureau. No date. "Los Angeles County Occupational Outlook and Training Directory 2002 - 2003." www.calmis.cahwnet.gov/htmlfile/ccois/2002OOR/LosAngeles02.pdf. Accessed on May 2, 2005.
80. U.S. General Accounting Office. 2003. "Human Capital: Key Principles for Effective Strategic Workforce Planning." Washington, D.C. GAO-04-39.
81. Virginia Department of Human Resources Management. 2004. "2004-2005 State Workforce Planning Report." Commonwealth of Virginia. See endnote 43. Virginia Department of Human Resources Management. "Policies and Procedures Manual." Policy No. 1.90. Effective date: September 25, 2003. Virginia Department of Human Resource Management. 2003. "Workforce Planning." Sara Wilson, Virginia Department of Human Resource Management. Personal communication.
82. Corrections Independent Review Panel. 2004. "Chapter 5: Personnel and Training." *Reforming California's Youth and Adult Correctional System*. Page 51.
83. Gene Castillo, Personnel Officer, State Personnel Board. March 17, 2005. Personal communication. Department of Social Services. 2003. Presentation: "Who Will Do The Work? Why You Should Care to Prepare! Workforce Planning at CDSS." On file.
84. Department of Parks and Recreation, Administrative Services. 1998. Memo to Fred Klass, Program Budget Manager, Department of Finance. "PBB Issue Paper." On file.
85. Department of Finance. 1998. "Budget Letter 98-07. 1998 Strategic Planning Requirements." Sacramento, CA. <http://www.dof.ca.gov/html/budlettr/BL98-07.pdf>. Accessed April 19, 2005. On file.
86. Department of Finance. 2005. "Budget Letter 05-04. 2006-07 Budget Preparation Guidelines." Sacramento, CA. <http://www.dof.ca.gov/html/budlettr/BL05-04.pdf>. Accessed April 19, 2005. On file. Department of Finance. 2005. "Budget Letter 04-07. 2005-06 Budget Preparation Guidelines." Sacramento, CA. On file.
87. U.S. General Accounting Office. 2004. "Comptroller General's Forum. High-Performing Organizations: Metrics, Means and Mechanisms for Achieving High Performance in the 21st Century Public Management Environment." Washington, D.C.: GAO-04-343SP.
88. Department of Mental Health. 2005. "About DMH: Department Mission Statement." <http://www.dmh.ca.gov/About/mission.asp>. Accessed May 10, 2005.
89. Department of Finance. 2005. "Governor's Budget – 3-Yr. Expenditures & Positions: 4440 Department of Mental Health." www.govbud.dof.ca.gov/StateAgencyBudgets/4000/4440/spr.html. Accessed May 10, 2005.

90. Grantland Johnson, Secretary, Health and Human Services Agency. August 22, 2002. Testimony to the Commission.
91. Stuart Oppenheim, Northern Regional Director, San Mateo County Human Services Agency. August 22, 2002. Testimony to the Commission.
92. Administration for Children and Families. 2003. "Children's Bureau, Child and Family Services Review. Key Findings Report, California Department of Social Services." U.S. Department of Health and Human Services. www.acf.hhs.gov/programs/cb/cwrp/key/findings02/ca.htm. Accessed March 23, 2005.
93. Blaine Liner, Harry P. Hatry, Elisa Vinson, Ryan Allen, Pat Dusenbury, Scott Bryant and Ron Snell. 2001. "Making Results-Based State Government Work." Washington, D.C. The Urban Institute. Page 91.
94. Philip G. Joyce, Associate Professor of Public Policy and Public Administration, School of Public Policy and Administration, George Washington University. 2003. "Linking Performance and Budgeting: Opportunities in the Federal Budget Process." *Managing for Performance and Results Series*. Arlington, VA. IBM Center for the Business of Government.
95. California Community Colleges Chancellor's Office. Chancellor's Office Data Mart. <http://www.cccco.edu/divisions/tris/mis/reports.htm>. Accessed April 20, 2005.
96. Little Hoover Commission. 2000. "Open Doors and Open Minds: Improving Access and Quality in California's Community Colleges." Sacramento, CA. <http://www.lhc.ca.gov/lhcdir/report154.html>. Accessed May 20, 2005.
97. Little Hoover Commission. 2004. "Breaking Barriers for Women on Parole." Sacramento, CA. <http://www.lhc.ca.gov/lhcdir/report177.html>. Accessed May 20, 2005. Corrections Independent Review Panel. 2004. "Chapter 5: Personnel and Training." *Reforming California's Youth and Adult Correctional System*. See endnote 63. Little Hoover Commission. 2003. "Back to the Community: Safe & Sound Parole Policies." Sacramento, CA. <http://www.lhc.ca.gov/lhcdir/report172.html>. Accessed May 20, 2005.
98. Leo Murray, Director, Leo Chesney Community Correctional Facility. July 22, 2004. Site visit.
99. Little Hoover Commission. 2003. See endnote 10. Little Hoover Commission. 1999. See endnote 10.
100. U.S. General Accounting Office. 2004. See endnote 87.
101. J. Christopher Mihm, Managing Director, Strategic Issues, U.S. Government Accountability Office. August 26, 2004. See endnote 16.
102. Mara Campbell, Director of Organizational Results, Missouri Department of Transportation. May 5, 2005. Personal communication. Government Performance Project. 2005. "Grading the States. Missouri." <http://results.gpponline.org/missouri>. Accessed May 6, 2005. See endnote 43.
103. Government Performance Project. 2005. "Grading the States. Minnesota." <http://results.gpponline.org/minnesota>. Accessed May 6, 2005. Minnesota Planning. 2002. "Minnesota Milestones 2002: Measures that matter. Summary." <http://www.mnplan.state.mn.us/mm/>. Accessed May 20, 2005.
104. Corrections Independent Review Panel. 2004. "Chapter 10: Labor Contract." *Reforming California's Youth and Adult Correctional System*. Sacramento, CA. Page 229.

105. Louisiana State Civil Service Rules. No date. "Rule 6.5(b): Pay Plan. Hiring Rate. Special Entrance Rates." <http://www.dscs.state.la.us/progasst/csrules/Chapter6/CHAP6A.HTM>. Accessed May 23, 2005. Glenn Balentine, Chief of Compensation, Louisiana Department of Civil Service. May 23, 2005. Personal communication. Government Performance Project. 2005. "Grading the States. Louisiana." <http://results.gpponline.org/louisiana>. Accessed May 6, 2005. South Dakota Administrative Rules. 2005. "Chapter 55:01:18:11. Administration of Compensation Plan. Starting rate on initial employment." <http://legis.state.sd.us/rules/rules/5501.htm#55:01:18>. Accessed May 20, 2005. Kim Stall, Human Resources Manager, South Dakota Bureau of Personnel Human Resources. May 20, 2005. Personal communication. Government Performance Project. 2005. "Grading the States. South Dakota." <http://results.gpponline.org/southdakota>. Accessed May 6, 2005.
106. Sara Wilson, Director of Human Resource Management, Commonwealth of Virginia. Personal communication.
107. Little Hoover Commission. 1995. "Too Many Agencies, Too Many Rules: Reforming California's Civil Service." Sacramento, CA.
108. Little Hoover Commission. 1999. "Of the People, By the People: Principles for Cooperative Civil Service Reform." Sacramento, CA.
109. Little Hoover Commission. 2000. "Better.Gov: Engineering Technology-Enhanced Government." Sacramento, CA.
110. Clark Kelso, Chief Information Officer, State of California. 2004. "California State Information Technology: Strategic Plan." Sacramento, CA. State of California.
111. Lester M. Salamon, Founding Director and Principal Research Scientist, Center for Civil Society Studies, Johns Hopkins Institute for Policy Studies. November 18, 2004. Testimony to the Commission. Lester M. Salamon. 2002. "The Tools of Government: A Guide to the New Governance." New York, NY. Oxford University Press.
112. Elisa Vinson. 1999. "Governing-for-Results and Accountability: Performance Contracts in Six State Human Service Agencies." Washington, D.C. Urban Institute.
113. Bureau of State Audits. 2003. "Department of Social Services: Continuing Weaknesses in the Department's Community Care Licensing Programs May Put the Health and Safety of Vulnerable Clients at Risk." Sacramento, CA. <http://www.bsa.ca.gov/bsa/summaries/2002-114.html>. Accessed May 20, 2005.
114. Ralph F. Boyd, Jr. Assistant Attorney General, U.S. Department of Justice. May 13, 2003. Letter to Governor Gray Davis. "Metropolitan State Hospital, Norwalk, California." On file. R. Alexander Acosta, Assistant Attorney General, U.S. Department of Justice. February 19, 2004. Letter to Governor Schwarzenegger. "Metropolitan State Hospital, Norwalk, California." On file.
115. Department of Personnel Administration. "Performance Appraisal Summary of Past Job Performance of Permanent Employees. STD. 637, (REV. 7-94)." Sacramento, CA. On file.
116. Scott Cohen, Consultant, Watson Wyatt. March 30, 2005. Personal communication.
117. Department of Social Services. No date. "CDSS Professional Management Development Program: Upper Level Managers Performance Evaluation." Sacramento, CA. On file.
118. Nancy Dering Martin, Deputy Secretary of Human Resources and Management, Commonwealth of Pennsylvania. February 16, 2005. Personal communication. Pennsylvania Office of Administration. No date. "Senior Management Service

- Performance e-Valuation.” Commonwealth of Pennsylvania. On file. Pennsylvania Office of Administration. No date. “Employee Performance Review EPR Factor Links for 363L EPR Form.” Commonwealth of Pennsylvania. On file. Pennsylvania Office of Administration. No date. “Core Management Competencies.” Commonwealth of Pennsylvania.
http://www.hrm.state.pa.us/oahrm/lib/oahrm/development/scheduled_training/corecompetencies-behaviors_matrix-combine.htm. Accessed February 2, 2005. On file. Pennsylvania Office of Administration. No date. “Job Factors.” Commonwealth of Pennsylvania. On file.
119. Office of Financial Management, Department of General Administration and Department of Personnel. December 3, 2003. Washington Works: A Great Workforce, Getting Better. State of Washington. <http://washingtonworks.wa.gov/>. Accessed May 23, 2005. Government Performance Project. 2005. “Grading the States. South Dakota.” See endnote 105.
120. Department of Personnel Administration. 2003. “Exempt Salary Chart.” http://www.dpa.ca.gov/pie/doc_info/ExemptSalaryChart0310.htm. Accessed March 2, 2005.
121. Government Code Section 19826 (a).
122. Liz Dietz, U.S. Bureau of Labor Statistics. March 9, 2005. Personal communication. Paul Carney, U.S. Bureau of Labor Statistics. March 9, 2005. Personal communication. Joe Redcliff, Locality Pay Program, U.S. Office of Personnel Management. March 9, 2005. Personal communication. Office of Personnel Management. 2005. “President’s Pay Agent.” <http://www.opm.gov/oca/payagent/index.asp>. Accessed May 10, 2005.
123. In Placer County the staff services analyst salary ranges from \$3,632 to \$4,415 per month. County of Placer. March 11, 2005. “Classification Specifications.” <http://www.placer.ca.gov/personnel/job-descriptions.htm>. Accessed March 11, 2005. In Alameda County the staff services assistant is the equivalent position with a salary ranging from \$4,049 to \$4,906 per month. Denise Eaton-May, Director, Alameda County Human Resources Department. March 11, 2005. Personal communication. County of Alameda. March 4, 2005. “Salary Schedule.” In Sacramento County the associate administrative analyst is the equivalent position with a salary ranging from \$4,682 to \$5,692 per month. Michelle Daggett, County of Sacramento. March 23, 2005. Personal communication.
124. City of Sacramento. 2004-2005 Salary Schedule. <http://www.cityofsacramento/personnel/salsched.htm>. The administrative analyst and program analyst positions are the entry-level analyst positions with the City of Sacramento; salaries range from \$4,051 to \$6,077 per month. Laura Cuthbert, Class and Compensation, Benefits Office, City of Sacramento. March 17, 2005. Personal communication.
125. National Association of Colleges and Employers. 2005. “Average Yearly Salary Offers, Bachelor’s Degree Candidates.” *Salary Survey: A Study of 2004-2005 beginning offers*. Volume 44. Issue 1. Page 7.
126. Department of Personnel Administration. 2005. “Section 8: Variable Compensation.” *Universal Salary Schedule*.
127. Department of Personnel Administration. 2003. “Exempt Salary Chart.” See endnote 120.
128. Department of Personnel Administration. 2005. “Exempt Roster.” *Civil Service Classification Database: Personnel Information Exchange*. Accessed May 10, 2005.

129. For state salaries, data shown are actual earnings. For county salaries, data are averages of minimum and maximum annual earnings unless otherwise noted. Population data are January 1, 2004 estimates from the Department of Finance Demographic Research Unit <http://www.dof.ca.gov/HTML/DEMOGRAP/E-1text.htm>. Accessed May 23, 2005.
130. State of California. 2005. "Schedule 6: Summary of State Population, Employees, and Expenditures." *Governor's Budget 2005-06*. Estimated 2004-05 figures. See endnote 3. State of California. 2005. "State Agency Budgets." *Governor's Budget 2005-06*. Estimated 2004-05 figures. See endnote 3. State of California. 2005. "Schedule 4: Personnel Years and Salary Cost Estimates." *Governor's Budget 2005-06*. Estimated 2004-05 figures. See endnote 3. Department of Personnel Administration. 2004. "Exempt Salary Schedule." Sacramento, CA. See endnote 2.
131. County of Alameda. 2004. "Final/Amended Budget 2004-05." Richard Conway, Administrative Analyst, County of Alameda. March 22, 2005. Written communication. Denise Eaton-May, Director, County of Alameda Human Resources Department. March 22, 2005. Personal communication. County of Alameda. March 4, 2005. "Salary Schedule." See endnote 123.
132. In 2005, the director of Health and Human Services and the county health officer positions were consolidated; the actual annual salary of this position is \$176,148. Terrie Trombley, Senior Accounting Manager, General Accounting, Placer County Auditor-Controller's Office. March 21, 2005. Personal communication. Department of Facility Services, County of Placer. March 21, 2005. "Analysis for Little Hoover Commission Based on Fiscal Year 2004/2005 Final Budget." Submitted by Albert Richie, Deputy Director, Department of Facility Services, County of Placer. On file. County of Placer. No date. "Final Budget Fiscal Year 2004-2005." <http://www.placer.ca.gov/auditor/budget/year04-05.htm>. Accessed March 21, 2005. County of Placer. No date. "Placer County Classification Specifications." <http://www.placer.ca.gov/personnel/job-descriptions.htm>. Accessed March 11, 2005.
133. In 2005, the chief financial officer and chief operations officer positions were consolidated into the chief financial/operations officer position; actual annual compensation is augmented by a 7.5 percent salary differential and totals \$189,648. Martha Hoover, Senior Administrative Analyst, County of Sacramento. March 22, 2005. Written communication. The salary of the director of the Department of Human Assistance is a composite of the \$156,529 base salary and a 3.35 percent, or \$5,244, incentive. Kerri Aiello, Communication and Media Officer, County of Sacramento, Countywide Services Agency. March 25, 2005. Written communication. County of Sacramento. "Final Budget 2004-2005." County of Sacramento. January 10, 2005. "Personnel Payroll System. Class Table by Job Title." See endnote 2. Bob Haagenson, Chief Administrative Officer, Department of Finance and Communications and Media Officer, Internal Services Agency, County of Sacramento. March 18, 2005. Personal communication. See endnote 2.
134. County of Yolo. No date. "Final Budget Fiscal Year 2004-2005." <http://www.yolocounty.org/org/budget/default.htm>. Accessed May 3, 2005. Number of employees cited is the number of total full-time positions approved in 2004-05 budget. As of February 2005, 1,385 positions were filled. Patricia Wright, Chief Deputy Auditor, Yolo County Auditor-Controller's Office. March 21, 2005. Personal communication. County of Yolo. 2005. "Yolo County H.R. Salary Resolution as of 1/11/2005." Data generated 12:38:59 PM 1/18/2005. On file.
135. County of Sacramento. January 10, 2005. "Personnel Payroll System. Class Table by Job Title." See endnote 2.

136. Denise Eaton-May, Director, Alameda County Human Resources Department. March 22, 2005. Personal communication.
137. Sutter County. 2005. "Alpha Class Step Table by Job Classification Title." Current as of January 5, 2005. El Dorado County. 2005. "Salary Schedule." Amended 02/05/2005. Date generated 02/28/05. County of Yolo. 2005. "Yolo County H.R. Salary Resolution as of 1/11/2005." Data generated 12:38:59 PM 1/18/2005. On file. See endnote 134.
138. Corrections Independent Review Panel. 2004. *Reforming California's Youth and Adult Correctional System*. Sacramento, CA. State of California. Page 54.
139. Mean annual earnings for full-time workers in private industry executive, administrative and managerial occupations is \$69,762. Mean annual earnings for full-time workers in state and local government executive, administrative and managerial occupations is \$57,716. U.S. Department of Labor, Bureau of Labor Statistics. 2004. "Sacramento—Yolo, CA National Compensation Survey." Bulletin 3120-51. Washington, DC. Page 11. See endnote 4.
140. Executive, administrative and managerial positions earning in the lowest 10 percent earn \$19.35/hour in the private sector and earn \$20.71/hour in the public sector. In the top 90 percent, these positions earn \$44.78 in the private sector and earn \$31.47 in the public sector. U.S. Department of Labor, Bureau of Labor Statistics. 2004. "Sacramento—Yolo, CA National Compensation Survey." Bulletin 3120-51. Washington, DC. Tables 6-2 and 6-3. See endnote 4.
141. Department of Personnel Administration. 2002. "Compensation Plus: A Summary of Benefits for Managers, Supervisors, Confidential and Excluded Employees." Sacramento, CA. State of California. Page 3.
142. Employee Benefits Security Administration. No date. "Consolidated Omnibus Budget Reconciliation Act." Washington, DC. U.S. Department of Labor. http://www.dol.gov/ebsa/faqs/faq_consumer_cobra.html. Accessed April 19, 2005.
143. California Performance Review. 2004. "Issues and Recommendations: Create A Fair and Efficient Employee Discipline System." Sacramento, CA. Pages 1633-1638.
144. Department of Personnel Administration. 2004. "Memorandum to Employee Relations Officers and Personnel Officers from Department of Personnel Administration, Labor Relations Division regarding Peace Officer Retirement Changes." Reference code 2004-004. Sacramento, CA. State of California. Government Code Section 21363.8 enacted by Senate Bill 183, Chapter 56, Statutes of 2002.
145. Labor Code Section 3212-3213.2
146. Government Code Section 19832. State of California. 2005. "Merit Salary Adjustment." *California Code of Regulations*. Title 2, Division 1, Chapter 3, Subchapter 1, Article 5, Subsection 599.683. Sacramento, CA. <http://ccr.oal.ca.gov/>. Accessed March 14, 2005. State of California. 2005. "Appeal from Merit Salary Adjustment Action." *California Code of Regulations*. Title 2, Division 1, Chapter 3, Subchapter 1, Article 5, Subsection 599.684. Sacramento, CA. <http://ccr.oal.ca.gov/>. Accessed March 14, 2005.
147. California Performance Review. 2004. "Issues and Recommendations: Merit Salary Adjustments Have Become an Automatic Entitlement." Sacramento, CA. Pages 1589-1595.
148. State Controller. 2005. "Data on Merit Awards for 2003-04." On file.

149. National Commission on the Public Service. 2003. "Urgent Business for America: Revitalizing the Federal Government for the 21st Century."
150. Federal Reserve Bank of San Francisco. 2004. "Workplace Practices and the New Economy." *FRBSF Economic Letter*. Number 2004-10. April 16, 2004. San Francisco, CA. Public Information Department, Federal Reserve Bank of San Francisco.
151. Blaine Liner, Harry P. Hatry, Elisa Vinson, Ryan Allen, Pat Dusenbury, Scott Bryant and Ron Snell. 2001. See endnote 93.
152. Governor Pete Wilson. 1996. "Competitive Government: A Plan for Less Bureaucracy, More Results." Sacramento, CA. State of California. Page 60.
153. U.S. General Accounting Office. 2004. "Human Capital: Senior Executive Performance Management Can Be Significantly Strengthened to Achieve Results." Report to Congressional Requesters. Number GAO-04-614. Washington, D.C.
154. U.S. Office of Personnel Management. 2004. "The Senior Executive Service." Washington, D.C. Page 29. <http://www.opm.gov/ses/pdf/SESGUIDE04.pdf>. Accessed April 19, 2005.
155. National Academy of Public Administration and National Commission on the Public Service Implementation Initiative. 2004. "Conversations on Public Service. Performance-based Pay in the Federal Government: How Do We Get There? Summary Report." Washington, D.C. National Academy of Public Administration. Page 6.
156. National Academy of Public Administration and National Commission on the Public Service Implementation Initiative. 2004. See endnote 155.
157. Blaine Liner, Harry P. Hatry, Elisa Vinson, Ryan Allen, Pat Dusenbury, Scott Bryant and Ron Snell. 2001. Page 17. See endnote 93. Additionally, Louisiana authorizes agencies to award up to 4% merit pay to individuals or teams. Glenn Balentine, Chief of Compensation, Louisiana Department of Civil Service. May 23, 2005. Personal communication. See endnote 105.
158. Blaine Liner, Harry P. Hatry, Elisa Vinson, Ryan Allen, Pat Dusenbury, Scott Bryant and Ron Snell. 2001. See endnote 93.
159. Government Code Section 19992.8.
160. State Controller. 2005. See endnote 148.
161. California Performance Review. 2004. "Issues and Recommendations: Improve Employee Suggestion Program." Sacramento, CA. Pages 1639-1643.
162. Greg Beattie, Department of Personnel Administration. March 10, 2005. Personal communication.
163. Blaine Liner, Harry P. Hatry, Elisa Vinson, Ryan Allen, Pat Dusenbury, Scott Bryant and Ron Snell. 2001. See endnote 93. J. Christopher Mihm, Managing Director, Strategic Issues, U.S. Government Accountability Office. August 26, 2004. See endnote 16.
164. U.S. Office of Personnel Management. 2004. See endnote 154.
165. Government Performance Project. 2005. "Grading the States. Planning for the Future." <http://results.gpponline.org/>. Accessed February 15, 2005.

Endnotes to Selected Text Boxes

***Poor Management Increases Costs, Lowers Quality...*, Page 4.**

Sources: Michael P. Jacobson, Ph.D., Professor, John Jay College of Criminal Justice, New York. September 18, 2003. See endnote 8. State of California. 2002. *Governor's Budget 2002-03*. See endnote 8. California State Auditor. 2003. "Department of Health Services: Its Efforts to Further Reduce Prescription Drug Costs Have Been Hindered by Its Inability to Hire More Pharmacists and Its Lack of Aggressiveness in Pursuing Available Cost-Saving Measures." Sacramento, CA. Bureau of State Audits. Report 2002-118. California State Auditor. 2004. "California Department of Corrections: It Needs to Ensure That All Medical Service Contracts It Enters Are in the State's Best Interest and All Medical Claims It Pays Are Valid." Sacramento, CA. Bureau of State Audits. Report 2003-117. California State Auditor. 2004. "Oversight of Long-Term Care Programs: Opportunities Exist to Streamline State Oversight Activities." Sacramento, CA. Bureau of State Audits. Report 2003-111. California State Auditor. 2004. "California Commission on Teacher Credentialing: It Could Better Manage Its Credentialing Responsibilities." Sacramento, CA. Bureau of State Audits. Report 2004-108. Ralph F. Boyd, Jr. Assistant Attorney General, U.S. Department of Justice. May 13, 2003. See endnote 114. R. Alexander Acosta, Assistant Attorney General, U.S. Department of Justice. February 19, 2004. See endnote 114. California Department of Child Support Services, Administrative Services Division. 2005. See endnote 7. California State Auditor. 2005. "Child Support Enforcement Program: *The State Has Contracted With Bank of America to Implement the State Disbursement Unit to Collect and Disburse Child Support Payments.*" Bureau of State Audits. Report 99028.4. Sacramento, CA.

***...But Quality Management Improves Outcomes*, Page 5.**

Sources: Office of Family Planning (MCAH/OFP) Branch Primary Care and Family Health Division. No date. "Infant Mortality Trends in California & Program Capacity." Sacramento, CA. California Department of Health Services. On file. Office of Environmental Health Hazard Assessment. 2005. "Environmental Protection Indicators for California (EPIC)." Sacramento, CA. California Environmental Protection Agency. California State Board of Equalization (packs sold) and California Department of Finance (population) cited in Department of Health Services, Tobacco Control Section. 2004. "Update 2004." Page 12. Air Resources Board. 2005. "Chapter 3: Statewide Trends and Forecasts – Criteria Pollutants." *ARB Almanac 2005*. Office of Environmental Health Hazard Assessment. 2005. "Environmental Protection Indicators for California (EPIC)." Sacramento, CA. California Environmental Protection Agency.

***California's Personnel System and Managerial Ranks*, Page 8.**

Notes: Figures are based on fiscal year 2003-04. Data on state employees are reported by four separate state agencies, each utilizing a distinct method to count that often do not agree. The Department of Finance tracks the number of authorized positions, even though some may be vacant. The State Controller tracks the actual number of persons on the payroll. The State Personnel Board tracks employees who are part of the civil service system. And the Public Employees Retirement System tracks members. Not all state employees are members. The Department of Personnel also is responsible for employees who are under the jurisdiction of the Governor but not part of the civil service system. Figures are commonly tracked using personnel years, which account for part-time and seasonal employees. Totals may not match other sources due to rounding, the date that databases were accessed, the source used and other discrepancies.

Sources: State Personnel Board. 2004. See endnote 74. State of California. 2003. See endnote 74. Little Hoover Commission. 1995. See endnote 74.